

## Exploring Innovative Agency Models

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### Peer Research



## BACKGROUND

A WFA member was looking at adopting a media agency model that incorporates multiple agencies working together globally. The member therefore wanted to know if others have a model in place for working with multiple agencies.

In addition to this, our member also wanted to explore which agencies (not just media agencies) were best suited for Connections Planning agency support.

They requested we reach out to other members within the WFA to help develop these benchmarks.

Number of respondents = 14

## SUMMARY

- Responses cover the spectrum of agency models. Almost equal share of respondents who use a
  - single network media agency brand in all markets (e.g. OMD, etc); or
  - multiple agencies from within the same group (e.g. GroupM, etc); or
  - mixed network of agencies globally (e.g. OMD, MediaCom, Carat, etc).
- A smaller share of respondents opting to manage media services in-house.
- While it's not unusual for clients to use multiple media agencies globally (as above), responses confirm that this is less often the working pattern within a given market (i.e. agencies dividing roles/collaborating within a market).
- Where multiple agencies are being used, clarity over roles and responsibilities is invaluable. Clients may opt for a global agency to be “attached to the global team to drive excellence for media planning and buying through global frameworks/methodology and best practices that can be deployed and adapted to local market needs.”



- Complications from using multiple media agencies mentioned by respondents include challenges with sharing ad spend and deal information, due to confidentiality reasons.
- Media agencies are the most popular choice when it comes to Connections Planning though creative agencies and in-house teams also widely part of the process.

## CONSOLIDATED FEEDBACK

**Please state which media agency model best applies to your business**

**Member A:**

“ We use a single network media agency brand working locally in all markets (e.g. OMD Aus, France US etc.)

**Member B:**

“ We use multiple media agencies from the same group (WPP).

**Member C:**

“ We work with multiple media agencies from the same group (e.g. MediaCom, Mindshare, Wavemaker) and also in-house for programmatic advertising in bigger markets.

**Member D:**

“ In key markets we have an in-house agency for digital buying and one external agency for overall strategy and buying of traditional media.

**Member E:**

“ We use a single network media agency brand working locally in all markets (e.g. OMD Aus, France US etc.).

**Member F:**

“ We use a mixed network of agencies from different groups (e.g. OMD, MediaCom, Carat).



Member G:

“ We have a combination of a single media agency (OMD) as part of the Omnicom Network (that provide all our Creative and Communications services as well) and an inhouse activation team that manages a substantial part of our digital media.

Member H:

“ Globally, a combination of these 2 models:

- Mixed network of agencies from different groups (e.g. OMD, MediaCom, Carat)
- Multiple media agencies from the same group (e.g. MediaCom, Mindshare, Wavemaker)

Member I:

“ This varies by market, so we have a range of models...in some its one single agency, some it's a mix, and some we have an in-house model, and our connections planning is done in house by the strategy team and CDO.

Member J:

“ We in-house a large share our comms planning and buying however we still work with multiple agencies worldwide.

Member K:

“ We use a mixed network of agencies (2) from different groups (e.g. OMD, MediaCom, Carat).

Member L:

“ We use a single network media agency brand working locally in all markets (e.g. OMD Aus, France US etc.).

Member M:

“ We use a mixed network of agencies from different groups (e.g. OMD, MediaCom, Carat).



Member N:

“ We use a single network media agency brand working locally in all markets (e.g. OMD Aus, France US etc). However, we don’t just work locally. We adapt the model across centralized, hybrid and local pending the individual line of business needs.

**If you work with multiple media agencies (from different groups or the same group), do they work together on your account within the same market or are they strictly allocated different markets?**

Member A:

“ We work with one agency network.

Member B:

“ They work together.

Member C:

“ There is a full flexibility for the different country organisations to select the agency. We have an International Group Frame Agreement with the Holding Agency in place to make sure that all standards are met.

Member D:

“ Internal and external agencies work together in given markets.

Member E:

“ N/A

Member F:

“ They are allocated to different zones.

Member G:

“ We have the single agency across all markets and businesses.

Member H:

“ Strictly allocated per market.

Member I:

“ Again, it varies, some work together and in others it is limited to one agency overseeing full support.

Member J:

“ In the big 5 (European markets) we use multiple agencies although the main network agency is responsible for day-to-day business.

Member K:

“ From a media specific standpoint, there's one agency per market. In some markets however we may have 2 agencies in same market with one separately executing e-comm and the other planning and buying rest of the media. They don't work together.

Member L:

“ N/A

Member M:

“ They are strictly allocated to different markets.

Member N:

“ We ask that our agency operates as one team under the AOR umbrella. So, while the agency might be pulling in resource from different groups (i.e. programmatic specialist, mobile specialist, etc), they are part of the AOR/Client team and we shouldn't have to see the “work behind the scenes” to make that happen.



If you work with multiple media agencies (from different groups or the same group) please outline how your model is laid out to ensure everyone works in tandem to achieve the most optimal media planning and buying for your business.

Member A:

“ We have a global strategy and planning approach executed in markets through local amplification, planning and buying.

Member B:

“ There is primary alignment by market, which helps ensure coordination. Usually there is a primary contact who will handle communications and overall coordination. There are also secondary contacts who are more responsible for specific tasks.

Member C:

“ There are some good articles on our model below:  
<https://www.marketingweek.com/deutsche-telekom-hybrid-media-model/>  
<https://www.telekom.com/en/media/media-information/archive/dt-introduces-a-new-media-operating-model-508576>  
<https://digiday.com/media/specialists-control-inside-deutsche-telekoms-ad-tech-strategy/>

Member D:

“ We work with Carat on the majority of our (biggest) markets and we have a central team in London that produces global media guidelines etc (that is also shared with other external agencies).

Member E:

“ N/A

Member F:

“ We do not have a one multi-agency team working together globally. The multi-agency models are distinct to regions/zones and work independently from each other. The appointed agencies are focused on regions/zones based on their needs, and so we expect the appointed agency to the region/zones to bring in their best-of-breed solution & tools to deliver connection planning for the brands in the zones.



Centrally, we have a global agency attached to the global team to drive excellence for media planning & buying through global frameworks/methodology and best practices that can be deployed and adapted to local market needs. The model is designed in such a way that local markets have the autonomy to run their connection planning alongside our internal teams as we are largely decentralised.

Member G:

“ We work with one group, though that has honestly not provided the seamless experience you would expect, and we are still spending a lot of time talking through integrating and ways of working.

Member H:

“ Planning & buying happens locally under the lead of local L&S subsidiaries. From the HQ we define the planning process plus the strategic and planning principles.

We also “police” the implementation of both processes and principles. I am helped by small teams within the 2 global agency networks/groups we work with globally.

Member I:

“ Clarity of scope, regular status meetings, annual planning processes and timelines, and ensuring involvement at each key planning/strategy and implementation milestone are key for us to keep all key parties involved and ensure new learnings are built into each subsequent planning wave. Of course, we cannot share all spend/deals information to multi agency partners due to confidentiality reasons.

Member J:

“ It is quite tricky. At the moment we have one agency pushing for more business, so we are trying to work out the rules. Ultimately, we want the most experienced and most skilled team handling the business.

Member K:

“ N/A

Member L:

“ N/A

**Member M:**

“ The media governance is Glocal: this means that the agencies respond to a brief at a global level. Then the global team assigns global projects to holding agencies. When it comes to planning and buying this is happens at a country level but the global team is endorsing a situational push per holding network such as inflation discussions. When it comes to the cost of media this is separated per agency.

**Member N:**

“ N/A

**Which partner do you use for Connections Planning support?****Member A:**

“ We use both our media and creative agencies for Connections Planning.

**Member B:**

“ Media agencies assist internal Connections teams with planning support.

**Member C:**

“ Connections planning is an in-house task for us.

**Member D:**

“ We use our media agency for Connections Planning.

**Member E:**

“ We use both our media agency and creative in-house agency for Connections Planning.

**Member F:**

“ We use our media agency for Connections Planning



Member G:

“ We use the integrated agency team at the Omnicom network, so that covers Creative, Communications and Media.

Member H:

“ We don’t do Connections Planning.

Member I:

“ This is led by the internal team strategy and planning specialists (working with CDO leads) but with the media and creative agencies’ support.

Member J:

“ We use our media agency for Connections Planning.

Member K:

“ We use our media and creative agencies for Connections Planning. There’s a good connection between creative and media agencies to set up Connection Planning.

Member L:

“ We use our media agency for Connections Planning.

Member M:

“ We use our media agency for Connections Planning.

Member N:

“ We use our media agency for Connections Planning. However, we are VERY involved from a client perspective in ensuring that there is a global strategy which can be applied in the markets we are activating.



**Would you be prepared to recommend the partner you work with for Connections Planning? If so, why?**

**Member A:**

“ Yes, the agencies work together based on a pre-defined model designed by the client, leveraging each agency’s specialism and capabilities.

**Member B:**

“ Not yet, but this is because we are still undergoing a massive transition into the WPP network. There are lots of moving pieces and temporary solutions in place that make it difficult to assess holistic progress, so I’m unable to make a fully informed recommendation at this point.

**Member C:**

“ N/A

**Member D:**

“ Yes I would as Carat has a strong insight tool (CCS).

**Member E:**

“ Yes, but as it is mainly in-house you won’t be able to access them.

**Member F:**

“ Yes, based on tools they have and their collaborative approach/openness to work with other agencies.

**Member G:**

“ We’ve only transitioned a year ago and have spent more time focusing on onboarding and processes than focusing on integrated Connections Planning. We’re only kicking this off now. The biggest challenge is aligning two major global organisations and so far, Omnicom has been a great partner.

Member H:

“ N/A

Member I:

“ It is internally led, so not sure I can answer this point.

Member J:

“ Yes. The ultimate reality is many agencies are the same when you remove the smoke and whistles, but right now we have the best team in place since I joined the company.

Member K:

“ No, as they have lots of challenges when it comes to integrating and executing in areas such as Shopper MKT. Some also have a very broad and old-fashioned segmentation assessment for their clients.

Member L:

“ N/A

Member M:

“ Yes, because it is a good practice that is going to become even more important once we no longer have cookies. It also increases the ROI and impact of campaigns.

Member N:

“ N/A

## ADDITIONAL RESOURCES

**Media Agency Models & Remuneration 2019** – This report covers how 50 companies structure their global media agency relationships and how these relationships are expected to evolve over time.

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